

INDIANA GUARDSMAN

WINTER 2014

An Indiana National Guard Publication



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Front cover caption: Indiana National Guard Soldiers of Battery C, 2nd Battalion, 150th Field Artillery Regiment, headquartered in Lebanon, Ind., fire a 155mm high-explosive round from an M777 Howitzer at Camp Atterbury, near Edinburgh, Ind., Aug. 14. For more on Hoosier Redlegs, see page 12. Photo by John Crosby

About the Guardsman

The Adjutant General

Maj. Gen. R. Martin Umbarger

Public Affairs Officer

Lt. Col. Cathy Van Bree

Editor

Sgt. 1st Class Jeff Lowry

Layout and Design

Sgt. 1st Class Jeff Lowry

Print Officer

Lt. Col. Robert W. Zeigler

Journalists

Sgt. 1st Class Tien Do

Sgt. 1st Class Jeff Lowry

Sgt. 1st Class Aaron Tinsley

Staff Sgt. Les Newport

Contributing Writers and Staff

State Public Affairs Office

120th Public Affairs Detachment

Camp Atterbury Joint Maneuver Training Center

Muscatatuck Urban Training Center

122nd Fighter Wing

181st Intelligence Wing

38th Infantry Division

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If you have information to contribute to the *Indiana Guardsman*, please contact the editor by calling 1-800-237-2850 ext 3222 or emailing Sgt. 1st Class Jeff Lowry at jeffrey.m.lowry.mil@mail.mil

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Message from The Adjutant General ...

Remaining professional in uncertain times

This fiscal year of 2014 started out rough as sequestration and the government shutdown caused in a tremendous amount of frustration, none greater than it preventing most of our units from conducting training during the entire month of October.

The shutdown also furloughed approximately 1,000 of our federal technicians the first week in October. The good news is they were retroactively paid for that missed week of work.

But, this never should have occurred in the first place. Washington still does not recognize our military technicians as being critical to military operations. They don't understand that our military technicians cannot serve unless they wear the uniform of our nation.

Soldiers and Airmen who are technicians are military first and citizens second, not the other way around. You cannot become a military technician unless you first belong to the National Guard. It is just that plain and simple.

Please know that I have communicated this to our congressional delegation in D.C., to National Guard Bureau and to our professional organizations such as the Adjutant General Association of the United States, the National Guard Association of the United States, the Enlisted Association

of the National Guard of the United States, and the National Guard Association of Indiana. These organizations can assist us in getting the laws changed so these injustices don't occur again.

I want to thank all of our Soldiers, Airmen, state employees and their families for their patience during this very trying time. The stress you've had to endure was certainly uncalled for and unjust. As always, you conducted yourselves in a very professional manner going above and beyond the call of duty.

With the budget cuts coming there will also be some changes to Camp Atterbury Joint Maneuver Training Center. As we are all aware our mobilization mission has come to an end. We are making that transition back to a training post. We are focused, once again, on becoming a premier facility for regional and collective training for active and reserve units.

Over the past 11 years, Camp Atterbury and Muscatatuck have added a tremendous number of new and improved facilities, i.e., bachelor officer quarters, senior noncommissioned officer barracks, classrooms, ranges, and dining facilities. The list of improvements goes on and on. We should all be very proud of the important role Camp Atterbury and Muscatatuck has

played over the last few years.

Significantly more than 80,000 Soldiers, Sailors, Airmen and Marines and many first responders have trained here and deployed to locations all over the world. As we look forward to fiscal year 2014 and beyond, there will be many challenges as the Army and the Air Force have significant budget challenges. I personally feel the National Guard is the right fiscal solution for our services and the budget challenges we have for defending our nation.

This debate will go on over the next few months as the fiscal year 2015 defense budget and the out-years budget planning process moves forward.

In closing, I am extremely proud of our great successes in recruiting and retention again this year. The Indiana Army and Air National Guard ended the year with 107.5 percent and 101.4 percent strength, respectively, and our readiness levels in all categories have improved significantly during the same period.

Bottom line: congratulations on another great year of service!

Thank you for your loyal and dedicated service to our state and country. I extend to you, your families, and employers my deepest appreciation. It is an honor to serve with all of you.



Photo by Sgt. 1st Class Brad Staggs

Indiana Sen. Joe Donnelly, left, and Maj. Gen. R. Martin Umbarger watch a Soldier prepare mock victims at Muscatatuck Urban Training Center during Vibrant Response, Monday, Aug. 5, 2013.

"I want to thank all of our Soldiers, Airmen, state employees and their families for their patience during this very trying time."

– Maj. Gen. R. Martin Umbarger

Editor's note: For more on Vibrant Response coverage, see page 14.

Hoosier Guardswoman named nation's Top Recruiter

By Sgt. 1st Class Jeff Lowry

Indiana National Guard Public Affairs

At state level, she bested 10 other Indiana National Guard recruiters. At the Midwest region, she beat six. In the nation, six more.

In surpassing approximately 3,300 Army National Guard recruiters nationwide and 22 Soldiers in direct competition, Indiana National Guard Sgt. Brooke Bailey from Muncie, Ind., prevailed as the National Guard's Recruiter of the Year.

"Being named the national Recruiter of the Year is important because it is proof that hard work, motivation and determination pays off," said Bailey.

Bailey, 26, and a single mother of two, put in a lot of hard work.

Anymore in Indiana, it's not just about the number of recruits signed. It's about what Indiana's Recruiting and Retention Battalion calls the total-Soldier concept – living by the Soldier's Creed, being an outstanding leader and noncommissioned officer, and excelling at physical fitness.

"We are Soldiers and NCOs, and living every one of the Soldiers' core values is just as important as our recruiting mission," said Sgt. Maj. Ricky Weber, the battalion's production sergeant major and a former national Recruiter



Indiana National Guard Sgt. Brooke Bailey, left, speaks with students about National Guard benefits.

of the Year.

"Her selection is not just because she may have had the most recruits, but it's because she lives the total-Soldier concept," said Weber.

Some of the Indiana National Guard's newest Soldiers also see her positive impact on others.

"She genuinely cares about her recruits," said Pvt. Bryce Dulworth, Yorktown, Ind., who enlisted in August. "She doesn't look at us as a number. She views recruits as a benefit to help the Indiana National Guard. She's always real positive."

Bailey also assists in other areas of the Muncie community.

Bailey serves as the Indiana Army National Guard subject matter expert at Ball State University ROTC, helping to manage Indiana's 65 cadets, and she also provides mentorship and leadership to the cadets.

"To be such a young NCO, I have a long road ahead of me. If I tread carefully, I too will be able to positively influence other up-and-coming NCOs," said Bailey.

With 32 new recruits in the Indiana National Guard, Bailey already has.



Sgt. Brooke Bailey, front, poses with fellow recruiters at a career fair.

Superlatives

Recruiting area encompassed approx. **396** sq. miles
Covered **4** high schools, **1** university
Had a **33** percent market share of her recruiting area
Enlisted **35** Soldiers, **32** non-prior service
Exceeded her annual mission by **15** recruits
Maintained a Tier I enlistment of **96.97** percent
Had a **100** percent ship rate
Had a **88.5** percent training pipeline success rate
Scored a **285** average annually on her APFT



Photo by Sgt. 1st Class Aaron Tinsley

Indiana National Guard Soldiers unveil Wall of Honor displays for fallen Hoosier Guardsmen during a ceremony in Valparaiso, Ind., Sunday, Nov. 3, 2013.

Indiana National Guard remembers fallen

By Sgt. 1st Class Aaron Tinsley
Indiana National Guard Public Affairs

Family, friends and dignitaries gathered in the Valparaiso University auditorium to remember seven fallen Soldiers of the 713th Engineer Company at a Wall of Honor Ceremony.

During the ceremony, a representative took the podium to recall memories of each fallen Soldier. The audience shared tears and laughter as speakers shared heartfelt stories of the heroes to express just how unique each was.

"Today is all about the memory of each of our Soldiers," said Indiana's Adjutant General, Maj. Gen. R. Martin Umbarger. "They were all heroes in every sense of the word."

Sadness flooded the room as the black veils were removed one by one from each display, revealing photos, medals and awards of each Guardsmen. The tears did not last long however. Family and friends gathered by their loved

one's display at the end of the ceremony, smiling in remembrance of their son, father or friend's accomplishments in life and clutching on memories of them that they will carry with them for their own lifetime.

The shadow boxes were mounted to the Wall of Honor in the Valparaiso Army National Guard armory following the ceremony.

The seven fallen engineers:

Spc. Sergio Perez Jr. and Spc. Nicholas Taylor died from a direct-fire ambush, July 2012 in Kandahar, Afghanistan.

Staff Sgt. Jonathan Metzger, Sgt. Brian Leonhardt, Spc. Christopher Patterson and Spc. Robert Tauteris died as a result of a roadside bomb, January 2012 in Kandahar, Afghanistan.

Sgt. 1st Class Daniel Chavez died July 2008 from an illness contracted stateside at Fort Leonard Wood, Mo., during specialized combat engineer leader training.

Walls of Honor

The Indiana National Guard commemorates its fallen troops by reserving spaces in armories throughout the state known as Walls of Honor.

The Walls of Honor are for **27** fallen Soldiers located in **16** armories.

- 2** in Bluffton
- 1** in Elkhart
- 1** in Evansville
- 1** in Fort Wayne
- 1** in Huntington
- 2** in Indianapolis
- 1** in Lafayette
- 3** in Lawrence
- 1** in Lebanon
- 1** in Madison
- 1** in Marion
- 1** in New Albany
- 1** in Seymour
- 2** in Shelbyville
- 7** in Valparaiso
- 1** in Washington



Indiana National Guard Spc. Obidiah McMurphy, North Vernon, Ind., and Pfc. Nina Ellerbee, Gary, Ind., carpentry masonry specialists in the 1413th Engineer Company, headquartered in North Vernon, Ind., lay cinder blocks at a mock Afghan, urban operations village at Camp Atterbury, Ind., July 31.

113th Engineers focus on fundamentals

By John Crosby

Atterbury-Muscatatuck Public Affairs

More than 400 Indiana National Guard 113th Engineer Battalion Soldiers, headquartered in Gary, Ind., held annual training at Camp Atterbury, Ind., July 19 through Aug. 5.

In addition to honing their Soldier skill sets on small arms, counter-improvised explosive device and convoy live-fire ranges, the engineers worked to improve Camp Atterbury's infrastructure; building and improving roads, ranges and landing zones.

"When we're deployed, our first mission is to move around the battle space and effectively engage the enemy," said Lt. Col Sean Bagley, 113th Engineer Battalion commander. "And that's exactly what we trained here on the live-fire, convoy, gunnery ranges.

"After we've successfully engaged the enemy on the battlefield, we begin our engineer mission of horizontal construction. Our companies are building roads and trails on the southeast and southwest end of the camp, laying brick at the Afghan village range, and clearing brush. Also, our electricians are doing work around the post."

Additionally, the 113th Engineers renovated the pistol range during their two-week stay at Camp Atterbury.

"I'm very proud to put the 113th, the 'Ironman' name on these projects," said Bagley. "That's what we do. We fight, and then we build. We support our fellow Soldiers and try to make their lives easier with counter-mobility, survivability, mobility and if need be, fighting shoulder-to-shoulder with them."

Members of the 1413th Engineer Company, scheduled to deploy to Af-

ghanistan in 2014, laid brick at Camp Atterbury's Afghan village training arena.

"It's great to be able to get this training, we don't always have all of the materials that we could use to really do our [military occupational specialties] which is carpenters, masons and electricians," said Staff Sgt. Thomas Campbell, Indianapolis, squad leader and jobsite noncommissioned officer. The Afghan village, part of Atterbury's newest range, gave Soldiers realistic, immersive cultural training in an urban environment.

"It's been great to get hands on like this," said Campbell, "The fact that this village will be around for while, maybe through the rest of our careers, that we'll be able to train here and it'll bring back memories, is truly an honor. Hopefully it will fill our guys with pride and be motivating to continue this kind of work."

Family Programs Update

Lt. Col. Marcus Thomas
Family Programs Director

The Indiana Military Family Exceptional Family Program initiative continues to expand. This program focuses on identifying, expanding and connecting military families caring for dependents with disabilities: children, aging parents, adult siblings and wounded warriors.

Four EFMP seminars and workshops, intended to increase awareness and to educate military families and the community, have been held throughout Indiana: Lawrence, Fort Wayne and South Bend.

The Indiana Guard Family Program team has aligned its efforts to better serve EFMP families with the Indiana Easter Seals Military Disability initiative. This links statewide resources to increase awareness, knowledge and access for military families.

The Indiana National Guard partnered with Bradford Woods, Indiana University, and Horses of Hope to pilot a program on recreational therapy, the Family Battle Buddies Program. This program seeks to increase connections between families and their service members. Bradford Wood Camp and Recreation Center works in conjunction with IU Health and other local military- and family-counseling centers.

The Indiana Military Education Initiative is targeted at producing legislation that helps to identify military youth with Indiana schools for purpose of supporting National Guard youth. This initiative strives to educate, advocate and increase support from educators, counseling and school administrators.

Lastly, the Indiana National Guard Family Programs team is partnering through Family Assistance various statewide communities to conduct Veterans Stand Down. This event is targeted as a community-outreach initiative to provide health screening, optical, dental and assistance with homelessness.

For more information see, facebook.com/IndianaFamilyPrograms



Photo by Sgt. 1st Class Jeff Lowry

A Gold Star family prepares a care package for a service member overseas during a retreat in August.

Guard hosts resiliency retreat

Story by Sgt. 1st Class Tien Do
Indiana National Guard Public Affairs

“Your loved ones all come from different branches of service, but here in Indiana we are all family,” said Maj. Gen. R. Martin Umbarger, adjutant general of Indiana.

Referring to the military family, Umbarger addressed 60 families who have lost a loved one since 9/11. The Indiana National Guard hosted the three-day Indiana Survivor Transition and Resilience Retreat for them.

Through the Indiana National Guard’s Family Programs and based on feedback from previous survivor programs, STARR was formed to better enhance family resilience and develop skills to cope with loss a service member.

“Our program with STARR is very encompassing and the family is defined by the survivors, not us,” said Carly M. Glorioso, survivor outreach services support coordinator. “Every year we plan on having a theme of some sort and this year is about resilience; resilience skills and coping skills, trigger points and how you deal with those things when life issues happen which re-traumatizes the families.”

The weekend’s retreat held in August at an Indianapolis hotel had activities for both adults and children that included an opening night social, games, a



Photo by Sgt. 1st Class Tien Do

A Gold Star child plays with a balloon during a National Guard resilience retreat in August.

contemplation and reflection room, and a freedom lives memorial by the Muncie Washington East Academy.

Assisting with the retreat were advisors from UCLA who help military families with resiliency training.



Photo by Staff Sgt. Kirsten Wicker

A 122nd Fighter Wing A-10C Thunderbolt aircraft taxis down a runway during Red Flag Alaska, Monday, Aug. 12, 2013, at Eielson Air Force Base, Alaska.

Blacksnakes train at Red Flag Alaska

Aircraft

A-10C Thunderbolt II
F-15K Slam Eagle
F-15 Eagle
F-16 Fighting Falcon
F-22 Raptor
F/A-18 Super Hornet
EA-18G Growler
C-130 Hercules
E-3 Sentries
KC-130 Hercules
KC-135 Stratotanker

By Master Sgt. Darin Hubble
122nd Fighter Wing Public Affairs

Approximately 180 Airmen with the 122nd Fighter Wing participated in a 10-day exercise, Red Flag Alaska at Eielson Air Force Base, Alaska, in August.

"Taking part in exercises such as Red Flag Alaska is essential to the preparedness of our Airmen," said Col. David L. Augustine, 122nd Fighter Wing commander. "This was a great opportunity to train with allied nations and experience working with live munitions. It simulates the first 10 days of combat in a war."

The unit took part in exercises, which had a total of 60 aircraft and 2,600 personnel from the Air Force, Air National Guard, Navy and Marines as well as forces from Australia, South Korea and Japan.

Flying with 11 different aircraft types, multiple aircrew and support teams provided unique opportunities to integrate different forces into a joint coalition training to sharpen their combat skills. The training allowed service members to exchange tactics, techniques and procedures and improved interoperability.

There was a large-force engagement of F-16 aggressors and many staged aircraft involved with the exercise.

"Being involved provided us the opportunity to learn a great deal about the capabilities of other platforms that we normally don't get a chance to plan and execute missions with," said Maj. Jeremy Stoner, 122nd Fighter Wing weapons officer.

The 122nd Fighter Wing's Maintenance Group had many challenges while operating in Alaska. The distance that repair parts had to travel across the country, once ordered, made it difficult to respond quickly to maintenance issues. The large distance from the unit's work area to where live munitions were loaded made the work difficult due to the additional time that it took for tools and movement of support equipment.

With a mix of fulltime and traditional pilots, maintainers and support elements, the 180 Blacksnakes with 10 of their A-10C Thunderbolts took advantage of the opportunity to work with live munitions and perform training that is not offered during home station training assemblies.

"This prepared us from a maintenance aspect, it gave us a realistic picture of what it's like to meet a real-world air tasking order in a combat environment so it's not brand new when we really are deployed," said Capt. Matthew Metzger, 122nd Fighter Wing maintenance officer.

Countries

Australia
Japan
South Korea
United States

States

Alabama
Alaska
California
Indiana
Louisiana
Oklahoma
Washington

Paratroopers test skills

LRS Soldiers honor fallen comrade who died in '95 training accident

By Staff Sgt. David Bruce

Atterbury-Muscatatuck Public Affairs

Indiana National Guard Soldiers with Company C, 2nd Squadron, 152th Cavalry Regiment, competed for the Chris Robinson Best Team Award at Atterbury-Muscatatuck in July.

Company C, Long Range Surveillance Soldiers annually hold the competition in remembrance of Staff Sgt. Christian Robinson, who died during a night jump with British paratroopers, Sept. 3, 1995. The Best Team Award was established the following year and has been held each year since.

During the event, Soldiers in each of the teams had to take an Army Physical Fitness Test to the unit standard, scoring more than 90 percent in each category; take a test on unit history; perform day and night land navigation; parachute from helicopters; firing weapons in a stress-shoot scenario; navigate an obstacle course; push a Humvee and undertake three road marches with very little sleep or rest.

"It takes a special type of person to go through this meat grinder," said 1st Sgt. Joshua Brown, senior noncommissioned officer for Company C. "Chris had extremely high standards and expectations for his team. In his honor, every year we honor his sacrifice by holding this competition in his name. So we run the guys through 36 hours of grueling activity."

Brown said this year they had nine teams competing, eight long-range reconnaissance and surveillance teams and one sniper team. The teams are comprised of a staff sergeant, whom acts as team leader, a sergeant as an assistant squad leader and includes four specialists or below.

Capt. Brenden Williams, commander of Company C, 2nd Squadron, 152nd Cavalry Regiment, said the event summarizes the unit activities for the year.



Staff Sgt. Christian Robinson circa 1994.



Indiana National Guard Soldiers march to a UH-60 helicopter for their jump at Camp Atterbury.

"This is the culmination of all their training for the year," he said. "It allows the team leaders to see the results of their training and readiness."

Williams also said that the Soldiers' longevity with the unit factors into their performance in the competition.

"What enables us to be so successful is

that the Soldiers stay in the unit for 10-15 years. Right now we have 107 percent strength with no vacancies in the unit," said Williams. "We have great, relevant training, and troops will want to come for that."

That longevity also gives these Soldiers a deep knowledge base and wealth of experience to pass on to younger Soldiers, said Williams.

Brown, who has been with Company C since 2001, said it takes six to eight years to build an LRS team member, which also factors in to longevity.

The winner of this year's Robinson Best Team Award was the company's sniper section, comprised of Sgt. Granville Carpenter, of Plainfield, Ind.; Sgt. Jacob Blount, Charles-town, Ind.; Spc. Charlie Koeppen, Carmel, Ind.; Spc. Jeremiah Branson, Shelbyville, Ind.; and Cadet Siefa Massaley, of Indianapolis.

"Winning this means a lot," said Carpenter. "The C Company NCOs are the most stringent in the state and to be recognized by them is an absolute honor."

Blount said the last time a sniper section won the competition was in 2007.

"This is a good acknowledgement about our training, what we've been doing for the past year," said Blount.

"History is a big part of the unit and is part of the competition. It's through this that the guys will be remembered for generations," said Blount.

The sniper section will have their names engraved on the Chris Robinson award and in the unit history forming a continuity from past to future.

"The fact that we're sitting here talking about Chris is a testament to his high standards and character," said Brown. "I'm extremely proud of the leadership that has kept this going for almost 20 years and to keep it going for 20 more."

BOLD QUEST:



Photo by Sgt. Will Hill

French airmen with the air maintenance crew complete communication checks and flight preparations on a French Mirage fighter during Bold Quest 13.2 at the 122nd Fighter Wing headquarter in Fort Wayne, Ind., Sept. 11, 2013.

By Sgt. Will Hill

Atterbury-Muscatatuck Public Affairs

More than 1,000 coalition troops from 12 allied nations and NATO gathered at five training sites across Indiana to participate in Bold Quest 13.2.

Bold Quest 13.2 was a two-week demonstration involving air-combat assessment, joint fires, maneuvers and system concepts.

Personnel from Australia, Belgium, Canada, Germany, Denmark, Finland, France, Netherlands, Norway, Sweden, United Kingdom and United States took part in Bold Quest 13.2.

German Capt. Martin Vogt, an airborne early warning and control system fighter locator with NATO, said Bold Quest was a demonstration of new communications systems that has real-world applications which allows coalition nations to work together to solve communication issues they might face

in the future.

“Basically you are mirroring what you do in an operation,” said Vogt. “Your operation is not going to be a single nation. In the future it will always be a multination operation. You are going to have all these different systems that are normally not designed to be compatible, and you want them to have certain compatibility so you can exchange data between the different nations. That is why this exercise is really good because you get all the different nations, and you get all the different systems and you can see where you are and what you can do.”



Photo by John Crosby

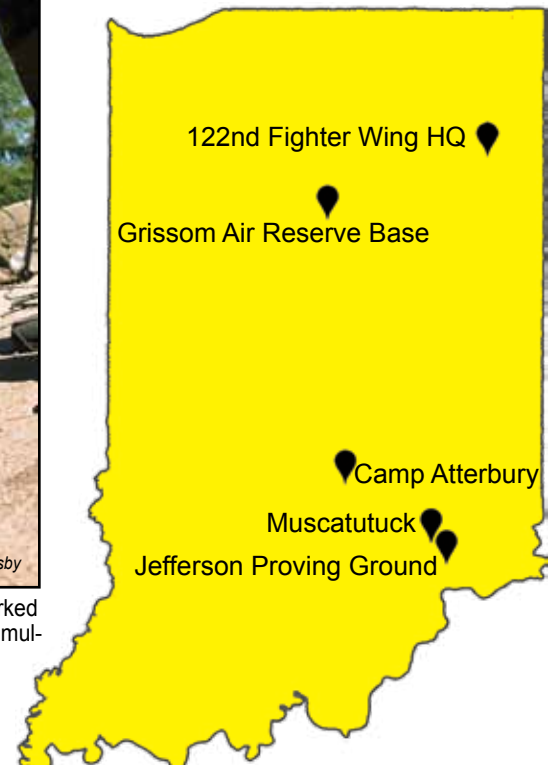
French troops watch a Camp Atterbury impact zone.



Photo by John Crosby

French soldiers call in a fire mission at Camp Atterbury, Ind., Sept. 14, 2013. The French army worked with the Indiana National Guard to coordinate fire missions during Bold Quest 13.2, a two-week, multinational capabilities demonstration held at five military installations across Indiana.

Training Sites



Indiana hosts multinational air, fires, commo exercise



Indiana National Guard Soldiers with 2nd Battalion, 150th Field Artillery Regiment fire an M777 Howitzer at Camp Atterbury, Ind., Sept. 14, 2013. The artillerymen received their fire mission from a team of French army forward observers, part of Bold Quest 13.2, a multinational capabilities demonstration held at military installations across Indiana. Photo by John Crosby

Hoosier Redlegs provide



Photo by John Crosby

Illinois National Guard Senior Airman Cody Canfield, a Joint Tactical Air Control Party specialist, observes the impact zone as his team calls in artillery rounds onto target at Camp Atterbury in August.

By John Crosby

Atterbury-Muscatutuck Public Affairs

A steady stream of radio chatter fills the muggy, early afternoon air as a hand full of Airmen, Marines and Soldiers sit atop an old concrete bunker overlooking Camp Atterbury's impact zone.

The men are fitted with vests laden with ammunition, binoculars, maps, protractors, compasses, radios and antennas. They wear headsets beneath their helmets. They watch their target, a bunker on a far slope, slightly concealed by trees roughly a mile and half to the southwest.

A plume of smoke and dirt rises from the earth, violently at first, and then dissipates into the trees approximately a quarter mile from their target. The sound of the explosion claps and echoes throughout the rolling



Photo by John Crosby

Indiana National Guard Spc. Joseph Bobay, an artilleryman with Battery C, 2nd Bn., 150th Field Artillery Regiment, fires a round from an M777 towed howitzer.

live fire for joint exercise

terrain seconds after the smoke rises.

“Left 30, drop 400,” said Marine Lance Cpl. Keith Bohannon, East Anolle, Ga., walking the 100-pound, artillery rounds in onto his target. Bohannon is a forward observer with the 2nd Air Naval Gunfire Liaison Company, headquartered at Camp LeJeune, N.C.

Meanwhile, roughly seven and half miles across post, Indiana National Guard Soldiers of 2nd Battalion, 150th Field Artillery Regiment, headquartered in Bloomington, Ind., load another 155mm, high-explosive round into the breach of an M777 howitzer.

“I would say the biggest barrier we have is in the lingo,” said 1st Lt. Dan Fleming, Milan, Ind., a field artillery officer in the 2-150. “The Marines, the Air Force and the Army all have a different way of saying and doing things. We’ll be working with other branches in theatre,” said Fleming. “Therefore we need to understand and learn their lingo now, so that when we do get to combat, and they need artillery fire, we can support them.”

This joint team of Airmen, Marines and Soldiers worked together at Camp Atterbury in August to become comfortable and familiar in coordinating artillery and air strikes in cooperation with different branches of the military during a joint exercise, part of Operation Northern Strike 13.

Northern Strike is a two-week-long, large-scale, combat-training exercise involving more than two dozen units from a dozen states held annually at Camp Grayling, Mich. Atterbury provides the forward observers a variable in their training as they are flown here for a grueling three-day scenario. This change in arena presents a challenge to the forward observers as they must quickly adapt to navigate the new terrain, evade the enemy and accurately call for fire.

“Basically this simulates a change in theater, whether it’s from Iraq to Afghanistan or different areas of operations in Afghanistan,” said Marine Capt. Dan Evans, Jacksonville, N.C., a supporting arms liaison team leader with the 2nd Air Naval Gunfire Liaison Company.

Evans said this scenario provided vital training for his unit as they are scheduled for a deployment to Afghanistan in 2013.

“It’s been great getting to integrate in and



High-explosive, 155mm rounds for an M777 towed howitzer.



An Air Force C-130 departs Camp Atterbury, Ind., carrying Northern Strike Airmen and Marines.

work with Army indirect fire assets. Army and Marines both provide artillery support, but we speak different languages on it. So it’s been a very good learning tool for my guys to better understand and speak Army lingo to better get rounds on target.”

Evan’s team was the first of three iterations to run the course. Army observer-controller trainers provided spot corrections, advice and feedback to the forward observers while Air Force officers headed the course.

“Too often when we train unit specifics, we don’t train together as a combined-arms team,” said Maj. Scott Grotho, Bloomington, Ill., officer in charge of the JTAC exercise. “We bring the different branches together here and study each other. We share a lot of knowledge and experience. It’s ultimately a huge win for everyone involved.”



U.S. Marine Lance Cpl. Keith Bohannon and Capt. Dan Evans, review a map while calling in artillery strikes during Northern Strike 13 exercise held at Camp Atterbury, Ind., Aug. 13, 2013.



Photo by Sgt. 1st Class Brad Staggs

Soldiers on board a UH-60 Black Hawk helicopter from Company B, 2nd Battalion, 147 Aviation Regiment, based out of Frankfort, Ky., drop water on a target while conducting fire-fighting training during Vibrant Response at Muscatatuck Urban Training Center in Butlerville, Ind., Tuesday, Aug. 6.

Vibrant

Atterbury, Muscatatuck

Approximately 5,700 service members and civilians from federal and state agencies throughout the country worked together to provide a realistic training exercise, known as Vibrant Response, at Camp Atterbury and Muscatatuck Urban Training Center from July 29 to Aug. 16.

Vibrant Response tested the life-saving capabilities of federal-response forces during a simulated, catastrophic disaster: chemical, biological, radiological and nuclear attack. Vibrant Response is the largest Defense Department confirmed exercise for specialized-response forces.

Units from 27 states, territories



Exercise Stats

- 5,700+** troops, civilians
- 850** square miles
- 400+** dynamic, computer simulations
- 300+** role players
- 300+** Indiana National Guard troops
- 140+** distinguished visitors
- 140** live training events
- 16-day** training window
- 7** training areas
- 3** primary airfields



Military first responders decontaminate sur

Response

muscatatuck host joint, disaster exercise

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U.S. Army Reserve Spc. Guillermo Ortiz, 311th Mortuary Affairs Battalion in Puerto Rico, creates artificial flesh wounds.



Indiana Army National Guard Staff Sgt. Carl Judeson, left, Indianapolis, a 151st Infantry Regiment squad leader, detains role player Sgt. Marcus Valles, a U.S. Army North intelligence analyst, who attempted to steal supplies during the exercise, Wednesday, July 31.



Members of the Ohio National Guard's 52nd Civil Support Team wait for help as their commander acts as a victim who had succumbed to fumes during Vibrant Response at Muscatatuck Urban Training Center, Thursday, Aug. 1.



Survivors of a simulated nuclear detonation during Vibrant Response.



Photo by Sgt. Lou Torres

Company C, 2-238th GSAB helicopter aircrew complete a rescue hoist training event.

OVER WATER

Hoosiers partner with Kuwaiti troo



Photo by Maj. Randall Stillinger

A Kuwaiti Air Force member is lowered from a SA 330 Puma helicopter during a joint, personnel recovery exercise with Company C, 2-238th General Support Aviation Battalion over the Persian Gulf.

By 1st Lt. Terry Specyal

Company C, 2-238th GSAB

Unit Public Affairs Representative

CAMP BUEHRING, Kuwait – When the unthinkable becomes reality – a Soldier or an ally isolated, injured, alone on land or sea – an Indiana National Guard medical evacuation company stands ready to respond.

Since January, Company C, 2-238th General Support Aviation Battalion, has served as the sole U.S. aeromedical asset for American and friendly forces in Kuwait.

Due to the shrinking footprint of U.S. forces abroad, this once multiservice mission spearheaded by the U.S. Navy is now the full responsibility of Company C.

“Learning techniques and procedures from the U.S. Navy was a must, since Army aviation units typically do not fly overwater for personnel recovery operations,” said Capt. Chris Zell, C Company’s medical evacuation operations officer.

While the Guard Soldiers picked up on some Navy techniques, they also had to fend for themselves in other areas.

“We had to invent our own techniques in order to operate within the capabilities for our aircraft to still meet the mission requirements,” said Zell. “For example, the Navy aircraft have hover hold capability, ours do not, so things like creating references in the water with dye packs and increasing hover heights slightly were necessary to overcome aircraft limitations.”

Yet the Company C commander, Maj. Bryon Blohm, saw the opportunity for his Soldiers to challenge themselves in a new



Photo by Maj. Randall Stillinger

An aircrew from Company C conducts deck-landing qualifications on a U.S. Navy ship.

in the **Desert** *ps in exercise, mission*

environment, mission and working with other countries.

“The personnel recovery mission executed by medevac is a unique opportunity to leverage existing assets in this theater to meet today’s joint operational environment,” said Maj. Bryon Blohm, Company C commander.

Partnership and Training

In an effort to build the relationship between U.S. and Kuwaiti forces, the aviation units in country took part in a partnership mission. It was a unique opportunity for both country’s aviators and crew members.

“The opportunity to operate alongside another countries aviators is challenging and exciting. It develops confidence in our own aircrews and in the crews of our partnered nations. It was apparent, working alongside the Kuwaiti soldiers, that they were dedicated to their mission and were confident in the ability of the U.S. to complete ours as well,” said Blohm.

The Kuwaiti and U.S. troops exchanged tactics techniques and procedures. They were briefed on each other’s helicopters, equipment and operations. They also flew on multi-aircraft training missions, ate meals together and got to know each other on a personal level.

In April, the training culminated with a Kuwaiti and U.S. overwater recovery exercise in which both country’s were able to demonstrate their proficiency should an overwater incident occur. Since then, the leadership from both forces have been planning for more in-depth joint missions

and have increased the frequency of their meeting and planning sessions.

Long Road to Overwater

Yet to get to this partnership, Company C had to go through a lot of training, which included helicopter overwater survival training, commonly known as dunker training, at Fort Rucker, Ala. At the southern Alabama post, home of Army aviation, the National Guard Soldiers learned how to remove themselves from the aircraft in the event a helicopter enters the water.

Dunker training includes a number of tasks – swimming, treading water, learning how to breathe using an underwater breathing apparatus, being dunked upside down into the water. The final task to pass the dunker course: escaping from a mock, downed helicopter that the instructors plunged, using a crane, cables and wires, into a 12-foot pool, and then inverted it. The Soldiers had to escape using a breathing apparatus in day and simulated night, with darkened goggles.

Once in Kuwait, the Company C Soldiers trained even more.

The aircrew members conducted fixed-deck landing pattern training at Udairi Army Airfield. This task familiarized the crew with proper terminology and execution of landing on a ship. Next, the aircrews moved to a U.S. Navy ship off the coast of Kuwait to conduct day and night vision goggle deck landing qualifications.

The aircrews also qualified on ship

See **OVERWATER**, page 19



Photo by Capt. Sam Arnett

Ground forces load a patient onto a UH-60 Black Hawk bound for the combat support hospital.



Photo by Maj. Randall Stillinger

Company C, 2-238th GSAB Soldiers in a UH-60 Black Hawk helicopter hoist a Soldier out of the Persian Gulf while dye marks the location.

“We had to invent our own techniques ... to operate within the capabilities for our aircraft to still meet the mission requirements.”

– Capt. Chris Zell

KFOR DART



Photo by Staff Sgt. Brian Phelps

Detachment 2, Company B, 638th Aviation Support Battalion Soldiers replace the engine on a UH-60 Black Hawk helicopter, Aug. 21, at Camp Prizren.

Hoosier Guardsmen get Black Hawk flying

Deployed to Kosovo since March, Indiana National Guard Soldiers with the 638th Aviation Support Battalion's Detachment 2, Company B maintain helicopter assets from Camp Bondsteel throughout Multinational Battle Group - East.

As part of Kosovo Force 17, the Hoosier Soldiers work with Florida Guardsmen and forces from the United States, Germany, France, Poland, Croatia, and a coalition from more than 25 other countries.

"This deployment is unique because we are not just dealing with U.S. Soldiers," said Sgt. Norman Adams, a UH-60 repairman from Shelbyville, Ind. "We have had to overcome obstacles such as language barriers and a difference in training."

The multinational forces help provide a secure environment, ensure public safety and also support and coordinate humanitarian efforts in the southeastern European country.

Detachment 2 Soldiers tested their mettle Aug. 21, when an engine fault forced a UH-60 Black Hawk helicopter to make an unscheduled landing at Camp Prizren. The Hoosier troops of the downed-aircraft recover team sprang into action.

"We hit the ground running," said Spc. Nathan Thompson, a Detachment 2 mechanic from Harmony, Ind. "There was great team effort; everyone was motivated and ready to work. We had the engine out within 15-20 minutes."

German troops assisted, and they provided engine lift capabilities with a crane and forklift on this recovery mission.

"They jumped up on the aircraft with us and helped wherever they needed to," said Spc. Justin Sciscoe, a Detachment



Photo by Capt. Randy Ready

Soldiers replace the engine on a UH-60 Black Hawk helicopter, Aug. 21.

2 mechanic. "They were ready to get their hands dirty."

Sciscoe said the German soldiers were willing to help out wherever they could even though they didn't have any experience working on Black Hawks.

Within 48 hours the recovery team troops replaced the engine and performed safety checks and tests. Pilots then flew the Black Hawk back to Camp Bondsteel, and it returned to service.

Editor's note: Pfc. Gary Burnette, Detachment 2, Company B, 638th Aviation Support Battalion, unit public affairs representative, and Capt. Randy Ready, 4th Public Affairs Detachment, contributed to this story.

landings for refueling or resupply activities during a rescue. These landings require planning and precision for all aircrew members.

With deck landings complete, the aircrew conducted overwater hoist training, first with simulated patients then graduating to Soldiers.

"I was nervous about overwater rescue at first, because dunker terrified me. But once you get out there and start training for the mission, the fear goes away and all of your focus is on pulling the swimmer out of the water," said Staff Sgt. Rebecca Holman, standardization instructor with Company C.

"You forget that you have on a ton of gear and it's uncomfortable. You forget that you're staring straight down into your biggest fear; you forget that you were ever scared and you concentrate on saving the person in the water," said Holman. "I try to remember that if it were real life instead of training, the guy in the water doesn't care that I'm scared or nervous. He wants me to save him, and he's way more scared than I could ever be."

During the exercise a U.S. Army dive team positions the stranded troop.

The Company C Soldiers receive a nine-line medevac request. Helicopter rotors turn, while aircrews prepare for launch and wait for mission approval. Arriving on the scene, crews mark the isolated individual with water dye packs, while pilots maintain a steady hover overhead.

Flying out over the Persian Gulf for the first time, and seeing nothing but blue water all around can be a little unsettling, said Staff Sgt. Russell Darrall, a platoon sergeant with Company C.

Yet Darrall said he relied on the training to infuse his confidence.

"You really start to think about the training you received during dunker, and feel confident that if something bad happened, you would be able to successfully exit the aircraft," he said.

With a cable or rescue basket, the crew chief hoists the stranded individual aboard the helicopter. Then it's a flight back to the combat support hospital.

Mission complete ... until the next nine-line request.

The medevac Soldiers with their training in hand and experience with their Kuwaiti counterparts stand ready for emergency responses.

Partnered Operations

The role of the medevac company continues to expand in Kuwait as the unit takes on additional roles. Opportunities exist for increased usage of the air ambulance company to augment ground emergency medical services through planning sessions, walk throughs and simulated events. Company C also provides care of U.S. and friendly forces while providing 24-hour coverage for nine-line emergency response, patient transfer and personnel recovery missions.

Combined with the enthusiasm and eagerness of the Kuwaiti counterparts, the relationships developed in the aviation community are paving the way for future opportunities. The Kuwaiti forces' willingness to collaborate continues to develop as success in joint training missions continue. The outlook is promising.

Future endeavors may include joint, downed-aircraft recovery missions, overwater recovery missions and humanitarian assistance missions.

"Regardless of what is to come of this budding relationship, one thing is clear, the Soldiers involved are proud to be a part of something larger than themselves," said Chief Warrant Officer 2 Dustin Anderson, who served as a primary instructor for the Kuwaiti partnership.

The troops' devotion is yet another way Company C Soldiers live up to the mantra of medevac, "DUSTOFF" – Dedicated Unhesitating Service To Our Fighting Forces.

– 1st Lt. Terry Specyal

Editor's Note: 1st Lt. Terry Specyal is an aeromedical evacuation pilot and has been with Company C since February 2012.



Company C, 2-238th GSAB Soldiers in a UH-60 Black Hawk helicopter hoist a Soldier from the Persian Gulf while dye marks the location. Kuwaiti and U.S. forces conducted joint rescue operations.

Troops to the Track



Photo by Sgt. 1st Class Brad Staggs

Staff Sgt. Joshua Kempf waves the green flag signifying the start of the 20th running of the Brickyard 400, Sunday, July 28, 2013, in Speedway, Ind.

Indiana Guardsmen participate in Brickyard 400

By Sgt. 1st Class Jeff Lowry
38th Infantry Division Public Affairs

Six Indiana National Guard Soldiers with the 76th Infantry Brigade Combat Team's Company C, 1st Battalion, 151st Infantry Regiment got VIP treatment at the 2013 Brickyard 400 courtesy of the Armed Forces Foundation and NASCAR.

The Soldiers toured the Indianapolis Motor Speedway garages, met driver Joey Logano, attended the drivers' meeting, walked pit lane and watched the race from the NASCAR suite.

One Soldier, Staff Sgt. Joshua Kempf, Noblesville, Ind., waved the green flag to start the 20th running of the Brickyard, won by pole-sitter and Hoosier Ryan Newman.

"I don't think words can explain that," said Kempf after waving the green flag from the starter's stand high above the famed 2.5-mile oval. "It was awesome. That viewpoint was a once-in-a-lifetime experience."

Kempf, an infantryman with Company C, is a dedicated race fan watching everything from midget cars to IndyCars.

"I've been watching racing my whole life, probably since before I was walking," said Kempf.

While the citizen in Kempf enjoyed the experience as a fan, the Soldier in him held the experience in high regard.

"It's a real honor to be able to do something like this," said Kempf of being able to start the race and the festivities leading up to it. "It's been a wonderful experience."

Capt. Jeremy D. Troutman, the Company C commander, chose Kempf for his dedication and leadership skills.

"Staff Sgt. Kempf is loyal to Charlie Company, and not only him but his whole family is heavily involved in the family readiness group program. So we thought we'd give him that honor," said Troutman, who was also Kempf's platoon leader during the 76th's deployment to Iraq in 2008.

Troutman said that Kempf was put in a lead position in overseas convoys.

"He got that position because he was trusted and the thorough way he conducted missions and training," said Troutman. Kempf had the highest find to detonation ratio, 10 to 2, of roadside bombs in their battalion while in Iraq.

Other Company C Soldiers also praised Kempf, who also deployed to Iraq in 2003.

"He's put so much into the unit with his knowledge. There's not a Joe there who doesn't look up to him. He's a book of knowledge," said Staff Sgt. Justin Law, who works with Kempf at Company C and was also a part of the Armed Forces Foundation's Troops to the Track program.

And though Kempf has attended many races and many at the Indianapolis Motor Speedway, for another Soldier, Sgt. Nhat Nguyen, this was his first.

"To be a part of the Troops to the Track event, I'm afraid from now on everything else will pale in comparison. They just set the expectations so high," said Nguyen. "I wish everybody who puts on the uniform can do something like this."

In 2013, Troops to the Track was a part of 26 of NASCAR's 36 races.



Photo by Sgt. 1st Class Brad Staggs

Maj. Gen. Lonnie Culver, 38th Infantry Division commanding general, speaks to the crowd prior to the running of the Brickyard 400, July 28, 2013.



Photo by Staff Sgt. Les Newport

Indiana National Guard Soldiers and retirees pose in front of a C-23 Sherpa during a retirement ceremony for the stalwart aircraft in Indianapolis in July.

Indiana retires iconic, fixed-wing aircraft

By Staff Sgt. Les Newport
Indiana National Guard Public Affairs

Adjutant General, Maj. Gen. R. Martin Umbarger, joined Soldiers of Detachment 3, Company D, 126th Aviation at the Indianapolis International Airport to bid farewell to the Indiana National Guard's remaining C-23 Sherpa in July.

The simple, rugged, Irish-built aircraft has served the Indiana National Guard since 1996 on stateside and overseas missions. The unit was joined by fellow and former pilots and crew who have flown thousands of C-23 mission hours in service to state and country.

Formerly a U.S. Air Force asset, C-23 Sherpas were phased out in the 1990s, but picked up by National Guard units across the country and became a stalwart in transport operations in Afghanistan and Iraq.



Photo by Staff Sgt. Les Newport

A C-23 Sherpa propeller

Sherpa Missions

Deployed three times to Iraq.

Flew more than 5,000 accident-free combat hours.

Flew in relief efforts for Hurricane Katrina and Hurricane Sandy.

Carried scientific team flying search patterns in the Gulf of Mexico during Operation Deepwater Horizon looking for oil on the surface.

Conducted paratroop training operations with special operation units from all four services, more than 20,000 personnel parachuted from the aircraft.

Flew more than 20 missions with military medical and surgical teams into Central and South America.

Medal of Honor

Hoosier rallies troops, commandeers cannons

By Maj. Allen Skinner

*Assistant Professor of Military Science
at Indiana University*

On July 12, 1861, President Abraham Lincoln signed into law a bill creating the Army Medal of Honor. Ultimately 1,522 medals were awarded during the Civil War. Of that total, 45 of them were Indiana residents; 42 Soldiers and three Sailors. One was 2nd Lt. Frederick W. Fout, Indianapolis.

Fout, a German native who immigrated to Indiana, first enlisted as a private in the 7th Indiana Infantry in May 1861, and he fought in the first battles of the war to secure western Virginia.

Fout returned to Indiana in August 1861 then enlisted into the 15th Indiana Light Artillery Battery in December 1861 as a gunner. Quickly promoted to orderly sergeant, he trained several months with the battery. The 15th Artillery mustered into Federal service in July 1862 at Camp Morton, Indianapolis, before deploying to Virginia.

Once in Virginia, the battery was assigned to help protect the major Federal supply base at Harper's Ferry, Va. In addition to his duties as the orderly sergeant and helping the first sergeant manage the battery, Fout also served as a section chief and filled in for many of the duties of a commissioned officer.

In August 1862, Confederate Gen. Robert E. Lee invaded Maryland with the Army of Northern Virginia in order to confiscate supplies and attempt to spark a decisive final battle with the Army of the Potomac.

As Lee's troops marched up the Shenandoah River Valley, Lee sent a provisional infantry corps, led by Maj. Gen. Thomas "Stonewall" Jackson, to capture Harper's Ferry. Taking Harper's Ferry would help secure Lee's flank and yield large quantities of Yankee supplies and weapons to sustain the rebellion. Aided by inept Federal defensive planning, Jackson quickly occupied the

high ground surrounding Harper's Ferry, Sept. 14 1862. Once there, Jackson carefully positioned his artillery to pummel the Yankee garrison into submission. After enduring a day of bombardment, the Federal garrison surrendered in the morning Sept. 15 – yielding 12,500 Yankee prisoners, 13,000 small arms and 47 field guns along with rations and uniforms.

During the battle, the Yankee artillery fought at a decided disadvantage. Fout described the 15th Indiana Artillery arrayed on Bolivar Heights "without protection, were placed the four batteries, six guns each, at proper intervals".

Seizing the high ground, the Rebels concentrated two division's worth of artillery – 76 guns – able to drop plunging fire into the Union positions. On the 14th, the Union and Rebel artillery fired at each other from long range, which produced few casualties, although Fout reported a Rebel shot hitting "the limber

of the second piece of our battery, killing several horses and wounding three cannoneers."

The battery commander ordered Fout to ride to the field trains with three wagons for more ammunition and powder. After discovering the trains were out of ammunition. Fout returned to his battery only after stopping to help another gun section fire on the enemy. During the night Fout helped to reposition a gun section to guard the flank of the Union firing line. After daybreak on the 15th, the Rebels resumed their bombardment, sweeping Bolivar Heights with fire.

Fout received permission to return to his battery, riding more than a mile under indirect enemy fire. Once he reached the battery position, he was dismayed to find a section of guns unmanned after the lieutenant in charge deserted his post. Fout reassembled the gun crew and resumed firing, an act that drew the fire of every enemy gun within range of his position. He kept his crew firing until the Union surrender.

Following the surrender, Fout was freed in a prisoner exchange and returned to the 15th Artillery in November 1862 as a newly commissioned second lieutenant. He remained with the 15th Artillery, which he commanded during the Atlanta Campaign, Sherman's March, and the end of the war.

After the war, Fout married and established a glass-making business in Indianapolis. In 1881 he moved to St. Louis, and subsequently went into business helping fellow Civil War veterans file pension claims with the federal government.

Fout was recommended for the Medal of Honor, which he received Nov. 2, 1896. His Medal of Honor citation reads: "Voluntarily gathered the men of the battery together, remanned the guns, which had been ordered surrendered by an officer, opened fire, and kept up the same on the enemy until after the surrender."



A U.S. Army Civil War Medal of Honor



Photo by 2nd Lt. Scott Friedland

Indiana National Guard Soldiers with Troop B, 2-152 Cavalry complete the last leg of their 12-mile road march at the Top Scout competition.

219th scouts tackle reconnoitering



Photo by 2nd Lt. Scott Friedland

Capt. Bradley Carter, second from left, receives a mission brief from one of his sections.



Photo by 2nd Lt. Scott Friedland

Soldiers make their return to the Bluffton Armory during the second half of a 12-mile road march.

Competition is at the heart of the American Soldier. In July, Indiana National Guard Soldiers with A and B Troops, 2-152nd Cavalry, finished the last portion of their annual Top Scout Competition near their home station armory in Bluffton, Ind. Each troop is part of the reconnaissance and surveillance cavalry squadron of the 219th Battlefield Surveillance Brigade. As such, reconnaissance and surveillance missions are at the heart of what they do, and the success of those missions depends on the skills of each scout.

Each section within both troops competed on a variety of missions. It began with the planning: each section leader issued an operations order for an area reconnaissance. The competition concluded after each section completed a 12-mile road march. Each section was given four hours to complete a tactical road march to a named area of interest, complete their recon of this site and report their findings to the tactical operations center. Each section accomplished these tasks while also conducting a route reconnaissance along the way.

The fastest section completed the task in less than three and half hours. This

section was from Troop B, and consisted of Staff Sgt. Treeg Schmidt, Liberty Center, Ind., Sgt. Dane Zoda, Bluffton, Ind., Pfc. Preston Kemp, Westfield, Ind., Pfc. Justin Melton, Rochester, Ind., and Spc. Adam Hile, Fort Wayne, Ind.

"This year's Top Scout event was an excellent and challenging experience for my section leaders," said Capt. Bradley Carter, Troop B commander.

The event was heavily based around troop leading procedures. The Soldiers created, briefed and issued the operations order at the section level, said Carter.

These experienced skills enhanced the noncommissioned officers' abilities.

"The intent behind this was to allow training for our mid-level NCO's to continue to refine their technical and tactical skills in regards to operations. My section leaders did an outstanding job, and they learned a great deal during this process to include fully understanding the time and thought that goes into planning a mission," said Carter.

— 2nd Lt. Scott Friedland

Editor's Note: 2nd Lt. Scott Friedland is a scout platoon leader with Troop B, 2-152 Cavalry

STRATEGIC PLANNING

Where are we now? Where are we going?

By Lt. Col. J.R. Newman
Indiana National Guard,
Strategic Plans Director

What is strategic planning? Strategic planning, simply put, is asking the questions where we are now and where do we want to be as an organization in five to 10 years? It sounds simple but it is not. One of our hardest tasks, as an organization, is to scan the horizon and try to predict our future operating environment. The strategic plans directorate updates the Indiana National Guard's strategic plan semiannually.

What has changed in our current operating environment? The wars in Iraq and Afghanistan are winding down and this means resources will greatly reduced. The number of people on active-duty operational support orders is predicted to be cut by 90 percent. With a 17 trillion dollar national debt, we are experiencing automatic budget cuts, aka sequestration.

Why do we need to plan strategically?

In the environment we are operating in right now, we need to prioritize what is most important to the Indiana National Guard and how to utilize our resources wisely. We also need to ask, "What can we do now to minimize the threats to our organization?"

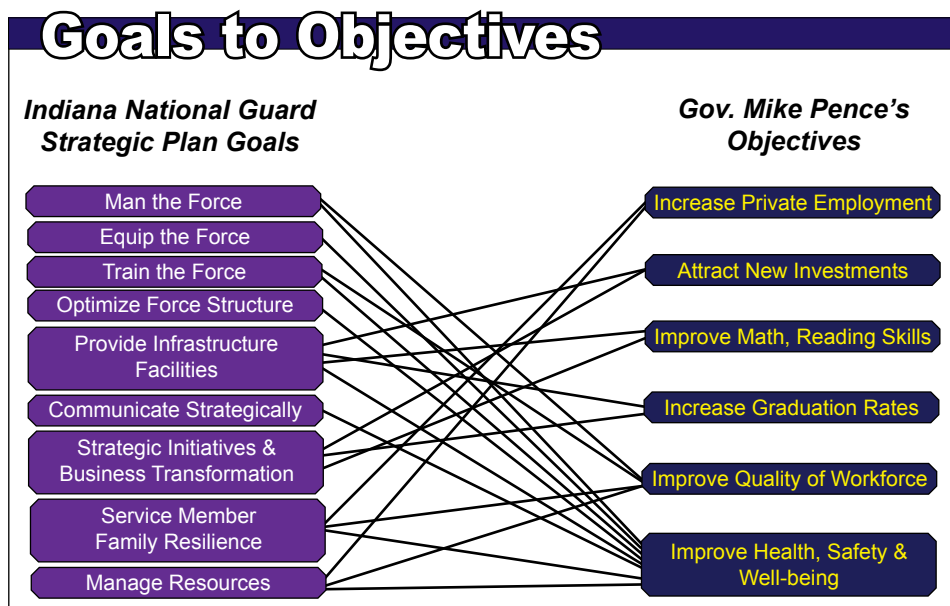
Why is this important to you?

Strategic planning is important to the organization because everyone will be affected in our new operating environment. We need everyone down to the unit level to understand the commander's intent. The strategic plans office receives guidance from the governor and the adjutant general.

The Indiana National Guard's current mission and vision.

Mission

The Indiana National Guard generates, sustains, and ensures through a viable internal control program, fully



capable units, facilities, installations and individuals ready to serve our communities, states, and nation.

Vision

The Indiana National Guard continues as a premier National Guard force in generating and sustaining ready, reliable, relevant, accessible and responsive individuals and formations securing our homeland and supporting the war fight.

We embrace expanding civil-military relationships, emerging doctrine and technological advances, while honoring the foundation of our heritage.

We commit to the stewardship of the resources entrusted to us through a viable internal control program.

We employ whole-of-nation, whole-of-government efforts and incorporate public-private partnerships to enhance, complement and reinforce our business practices.

We remain your diverse, community-based force of patriotic professionals dedicated to military values, ethics, the warrior ethos and the family covenant.

Matching Goals to Objectives

When Gov. Mike Pence set his vision for Indiana, he asked his cabinet members to brief their strategic plans and how they were going to take their

organizations from "good to great." The good news is when we briefed the governor, we found out we were already had programs that supported his priorities.

One of the governor's priorities is to improve graduation rates and literacy of Indiana citizens. Recruiting and Retention Battalion launched a new program similar to the United Way program "Real Men Read" called "Real Soldiers Read." Initial metrics show a 46 percent increase in literacy rates from the United Way program. This is just one example of how our strategic plan aligns with the governor's priorities.

See the chart above for more examples of alignment.

TAG Priorities

The adjutant general has emphasized that we need to get back to the basics.

Personnel readiness: the right service members, with the right ranks, right job specialties, and medically, physically and mentally ready to perform their wartime missions.

Equipment readiness: fully mission capable equipment ready to support the state in disasters or emergencies and also ready for the war fight overseas.

See **STRAT PLANS**, page 26



Photo by Sgt. 1st Class Matt Scotten

Slovak Republic Lt. Gen. Peter Vojtek, armed forces chief of the general staff, leads a patrol at Muscatatuck Urban Training Center in July.

Slovak defense chief visits Indiana



Photo by Sgt. 1st Class Matt Scotten

Slovak Republic Lt. Gen. Peter Vojtek, armed forces chief of the general staff, listens and watches a 1st Battalion, 163rd Field Artillery Regiment Soldier at the Evansville Armory.

Chief of the General Staff of the Armed Forces of the Slovak Republic, Lt. Gen. Peter Vojtek, visited the Hoosier state in July.

He toured Camp Atterbury, Muscatatuck Urban Training Center, the Evansville Armory and National Guard youth at Operation Purple Camp at Camp Carson in Princeton, Ind.

Indiana and the Slovak Republic have been partnered for 20 years as part of the National Guard Bureau's State Partnership Program.

More information can be found at this link: <http://www.nationalguard.mil/features/spp/default.aspx>



Photo by Sgt. 1st Class Matt Scotten

Slovak Republic Lt. Gen. Peter Vojtek, armed forces chief of the general staff, fires an M119 howitzer as a 1st Battalion, 163rd Field Artillery Regiment Soldier watches at the Evansville Armory, July 3.



Photo by Sgt. 1st Class Matt Scotten

Slovak Republic Lt. Gen. Peter Vojtek, armed forces chief of the general staff, listens to a 1st Battalion, 163rd Field Artillery Regiment Soldier.

Strat Plans

from page 24

Resource accountability: full accountability for all equipment on hand as well as being good stewards of scarce taxpayer dollars.

Family Programs: taking care of service members, their spouses and their children remains a high priority for the adjutant general

The Individual

So, what does this mean to the Soldier and Airman at the company level?

You may be tasked to complete a health assessment or you may be tasked to get a dental check up.

You may also be tasked to inventory equipment to include your military clothing and individual equipment.

You may also be asked to perform an inspection to support the Managers Internal Control Program or the Organizational Inspection Program.

You may also be asked to attend suicide prevention training or sexual assault prevention and response training because treating our fellow troops with dignity and respect is a readiness issue and an adjutant general priority. As for suicide prevention, one suicide is one too many. Service members at all levels need to take care of each other and be willing to ask for help if needed.

Daily Operations

Things we do day-in and day-out are more operational and tactical than strategic, but it is important for our overall

strategy. One of the biggest threats to the organization is the budget and potential force reductions. The day-to-day actions of every service member contribute to the Indiana National Guard's overall readiness, and it is important for us to be ready to go, green status, in all categories when National Guard Bureau looks at Indiana from a national perspective. Our strategy to be "green" may reduce the threat of force reductions for Indiana.

Long-term Goals

This last year we added some long-term strategic goals that include:

- > Acquiring F-35 Joint Strike Fighters
- > Diversity
- > Training ISO civil authorities
- > Develop marketing
- > Develop strategic communications
- > Facility, armory stationing plan
- > Unmanned aerial systems
- > Development of a future cell
- > Maintain, strengthen force structure
- > Increase cyber structure, abilities.

Summary

In an uncertain, complex and ambiguous environment. Strategic planning and continual process improvement is now more important than ever.

All service members need to realize that operation and fragmentary orders may be tied to an overall strategic goal or command priority so, every Airman and Soldier really do count. People are our greatest asset.



Sgt. 1st Class Jose Garcia jumps for joy as he finishes an Ironman triathlon in Louisville, Ky.

IRONMAN

By Capt. Christina Shepard
76th IBCT Public Affairs

A 76th Infantry Brigade Combat Team Soldier became made of iron, Aug. 25.

That's when Sgt. 1st Class Jose Garcia, the brigade's Special Troops Battalion senior supply sergeant, completed the Ironman Louisville, that consisted of a 2.4-mile swim in the Ohio River, a 112-mile bicycle race around the Louisville, Ky., area and a 26.2 mile marathon.

Garcia, finished his swim in 1:19:22, the biking in 6:40:06, and the marathon in 5:24:15.

His mother, who raised five children and battles diabetes, inspired Garcia to attack such challenges.

Garcia's first triathlon came in 2006, and he's run in numerous 3.1- and 6.2-mile races, half-marathons and marathons. He set his sights for this Ironman 11 months prior to the competition.

His advice for other athletes?

"You absolutely, positively, have to be disciplined in your training, eating habits, and you have to drink water," said Garcia, who recommends 96 ounces of water per day.

Emotions overtook Garcia within 100 meters of finishing the marathon when he saw his mother in the crowd.

"I did it Ma," Garcia told her. "I did it."

TAG Priorities – Back to Basics



Indiana National Guard Pfc. Greg Jonas
Indianapolis, infantryman with the 219th
Battlefield Surveillance Brigade's
Company D, 2nd Battalion, 151st Infantry
Regiment, headquartered in Frankfort,
Ind., rappels from the 45-foot tall
rappel tower at Camp Atterbury, Ind.,
July 27, 2013.





Indiana National Guard Soldiers with the 2-238th General Support Aviation Battalion unload a UH-60 Black Hawk from a C-5 Galaxy, Aug. 29, 2013, at Kuwait International Airport. For more on the GSAB, start at page 16. Photo by Maj. Randall Stillinger